CalPERS - Strategic Leadership Framework

Strategy Direction & Expectations

Broad Context

- Overall strategy
- Culture/values
- Leadership development principles
- Leadership expectations

Specific

- Business priorities, goals and measures
- Business initiatives
- Leadership skills and staffing for today & in future
- Unit-specific strategies and expectations



Requirements of Leader

Leadership Assessment & Feedback

Multi-source assessment (360)

Employee Survey

Other Assessment

- Assessment Center
- Exec Assessment

Individual Performance Review

- Track record of results
- Values and competencies
- Development needs

Leadership Skills Assessment

- Career history
- Performance & potential
- Strengths/gaps
- Future options



Understanding of Candidate/ Possible Personnel Action

Individual and Benchwide Planning

Individual Development Planning

- Strengths
- Gaps
- Development goals
- Executive development action plan

Succession Planning

- Analysis of top talent slate
- Comparison to business needs
- Vulnerability
- Scenario charts for potential succession

Leadership Development Actions

Development through work assignments

- Change in job content or scope
- Job reassignment
- Project initiative or action learning

Learning from others

- External executive coaching
- Mentoring

Training-based development

- Internal leadership curriculum
- External training or education
- Self-directed study

Accountability for Results

Measurement and reporting of retention, performance, and development results



Hi-Potential Pool & Candidate Slates

Note: The Leadership Development Process is iterative with feedback loops between and within phases.